

**Working together for a
safer Scotland**



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland



**Draft Strategic Plan
2019-22
Summary Version**

INTRODUCTION

This summary provides an overview of the draft Strategic Plan, 2019-22 for the Scottish Fire and Rescue Service (SFRS). It sets out our broad ambitions over the next three years.

The purpose of this consultation is to gain a wide range of views and opinions to help us ensure our proposals are focused on the most important priorities and that they will continue to meet the evolving needs of our communities. To achieve this, we want to hear your views.

The formal consultation for this draft Strategic Plan is open between Thursday 9 May 2019 and Thursday 18 July 2019. Please feedback to us using our online survey <https://firescotland.citizenspace.com/> before the closing date. We will publish the results once the consultation is closed.

THE STRATEGIC PLAN

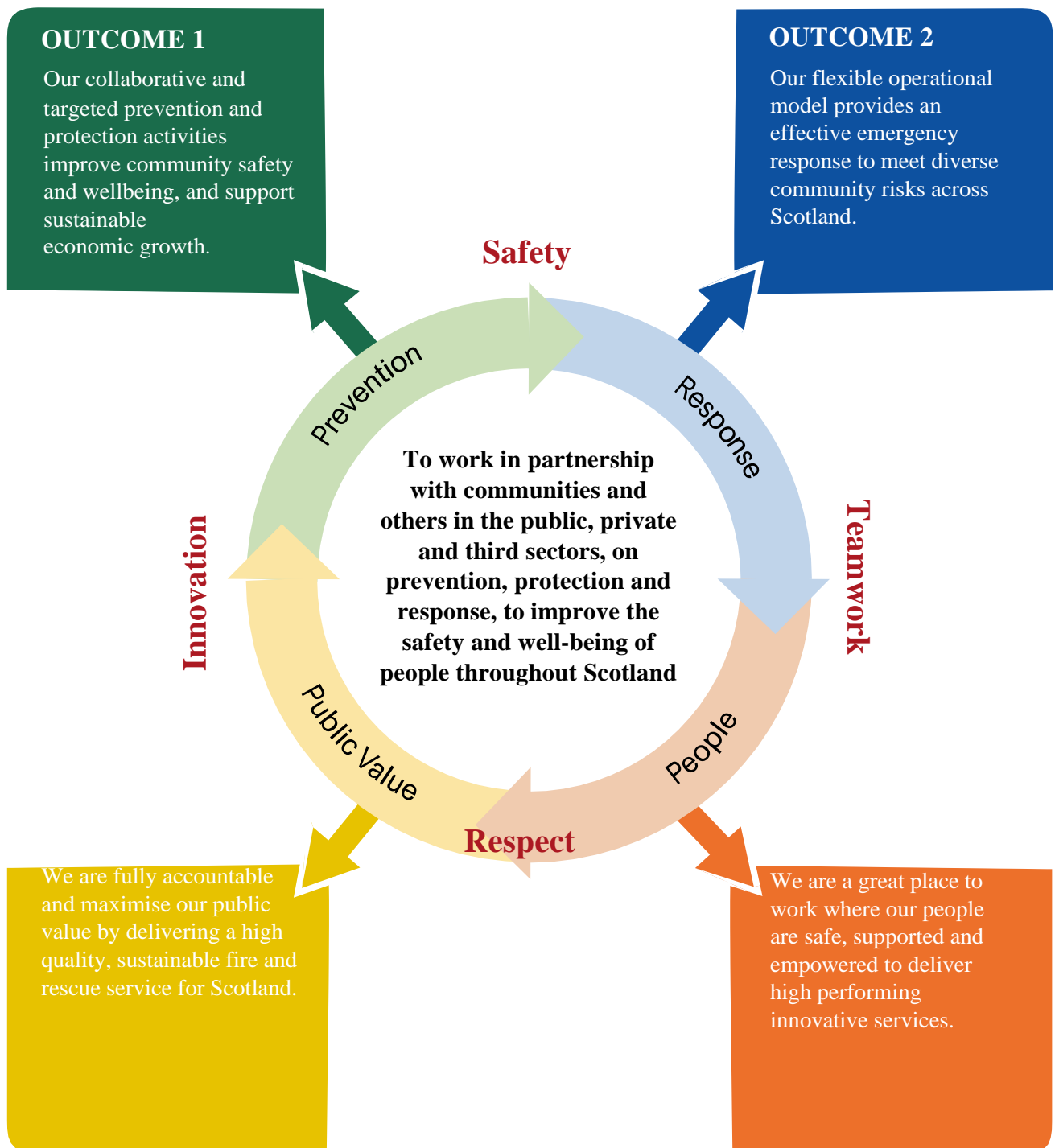
This plan sets out our commitments to the delivery of a first class fire and rescue service for all people across Scotland. In delivering these services we recognise the significant role we play in helping to achieve the Scottish Government's purpose, which is to focus government and public services on creating a more successful country by increasing sustainable economic growth, providing opportunities for all of Scotland to flourish.

We have developed this plan by building on the successes and experience gained over recent years. In particular, we have drawn from the results of our first ever staff survey in 2018 as well as our Transformation consultation in 2018, which gathered views on the future of the Scottish Fire and Rescue Service and involved our staff, partners and the public. The consultation set out our need to transform, and presented a vision of how the Service could do even more for the people of Scotland.

We are committed to continuing this engagement with stakeholders as our journey progresses. This Strategic Plan outlines the longer term outcomes we aspire to achieve and the shorter term strategic objectives we will work towards to realise these aspirations. The outcomes and objectives are highlighted in the diagram below and the following pages. We'd love to know your thoughts.

Following this consultation, we will produce an updated version of the Strategic Plan that incorporates your feedback. This will go to the Minister for Community Safety and will be laid before Parliament by October for final approval. Once approved, we will develop a flexible three year programme that will include an Annual Operating Plan. This will be published each year and monitored on a quarterly basis by the Board and our Strategic Leadership Team.

Working Together for a Safer Scotland



OUTCOME

Our flexible operational model provides an effective emergency response to meet diverse community risks across Scotland.

Objective 1.1 **We will work with our partners to ensure targeted prevention and early intervention are at the heart of what we do to enhance community safety and wellbeing.**

To achieve this we will:

- Work in partnership to target our education programmes and community safety initiatives to reduce the risk of fire and other incidents of unintentional harm in the home.
- Continue to expand our prevention activity.
- Work in partnership to jointly utilise intelligence and data to identify those most at risk in our society.

Objective 1.2 **We will enforce fire safety legislation in a risk-based and proportionate manner, protecting Scotland's built environment and supporting economic growth.**

To achieve this we will:

- Continue to target fire safety audits to support those responsible for premises (the dutyholders), and ensure they are meeting their responsibilities to keep people safe.
- Continue to improve the safety of high rise premises.
- Continue to protect Scotland's built environment and support economic growth through our fire engineering work.

Objective 1.3 **We will evaluate and learn from our prevention and protection activities and analyse data to ensure our resources are directed to maximise community outcomes.**

To achieve this we will:

- Create a culture of reflection and review that helps our staff to improve the quality of their work and the services they deliver.
- Develop robust methods of planning and evaluation so that our prevention work is aligned with local and national priority needs and our impact on communities is maximised and understood.
- Continue to learn through the investigation of fires to improve prevention, protection and emergency response arrangements.

Objective 1.4 **We will respond appropriately to Unwanted Fire Alarm Signals and work with our partners to reduce and manage their impact on businesses, communities and our Service.**

To achieve this we will:

- Work with duty holders to reduce false alarms and to reduce the risk to communities and our people by minimising unnecessary blue light journeys.
- Maintain the availability of resources where they are needed most, and increase the time available for operational personnel to undertake training and community safety activities.

OUTCOME

Our flexible operational model provides an effective emergency response to meet diverse community risks across Scotland.

Objective 2.1 We will analyse and understand a broad range of community risks across Scotland so that we have the right resources in the right places at the right time.

To achieve this we will:

- Ensure we have the most appropriate balance and distribution of capabilities to address potential risks to communities.
- Undertake a longer term exploratory review of what Scotland may look like in the future, Our Futures Vision, to understand what changes we may need to make to our operational footprint to be able to respond to any new or changing demands.

Objective 2.2 We will be more flexible and modernise how we prepare for and respond to emergencies, including working and learning with others and making the most of technology.

To achieve this we will:

- Review our operating model and duty systems to build in flexibility, reconfiguring resources to where and when they are needed most.
- Take further steps to reconsider the role of firefighters in today's society, aiming to improve a wider range of community outcomes.
- Put arrangements in place to ensure our firefighters are appropriately trained and equipped to save more lives in different ways.
- Continue to evolve the types of appliances and firefighting technology we use.
- Continue to explore and embrace technological advances and new ideas which provide a safer environment for our firefighters as we enhance safety within all the communities of Scotland.

Objective 2.3 We will maintain a strong presence across Scotland to help communities prepare for and recover from emergencies.

To achieve this we will:

- Work with our partners to assess risks, prepare for and respond to any significant threats or major emergencies.
- Improve how we can work together across command and control structures at the early stages of an incident through the Joint Emergency Services Interoperability Principles (JESIP) programme.
- Support local resilience partnerships to build capacity within communities so that they are prepared and can go some way to help themselves during an emergency situation.

Objective 2.4 We will make our frontline service delivery more effective by enhancing our command, control and communications arrangements.

To achieve this we will:

- Implement the new command and control mobilising system to enhance our resilience and emergency call handling capability.
- Work with a range of partners to ensure the successful delivery of the Home Office's Emergency Services Mobile Communications Programme (ESMCP).

OUTCOME

We are fully accountable and maximise our public value by delivering a high quality, sustainable fire and rescue service for Scotland.

Objective 3.1 We will build strong leadership and capacity at all levels within the Service, and improve the diversity of our workforce.

To achieve this we will:

- Create a supportive and rewarding workplace environment which attracts and retains the best people.
- Maintain dynamic resourcing and workforce plans which are fully aligned to our business and budget planning processes.
- Continue to work with representative bodies to secure appropriate terms and conditions, which are fair and reflective of expanding job roles and deliver the best possible benefits packages for all staff who work for the SFRS.
- Promote a healthy work life balance to increase motivation and productivity, and support good mental health.

Objective 3.2 We will embed inclusive learning and development arrangements so that we have the organisational capability to deliver high quality innovative services.

To achieve this we will:

- Invest in excellent training facilities and arrangements to ensure we have the capability and skills to deliver first class frontline and supporting services.
- Embed different learning pathways to ensure all our people have access to development opportunities to keep them safe and to support them to fulfil their potential.
- Ensure we have empowered, ethical and values-based leaders at every level to inspire greater workforce diversity.
- Challenge existing ways of doing things and encourage innovation.
- Embed effective succession planning to identify potential leaders for the future.

Objective 3.3 We will care for our people through progressive health, safety and wellbeing arrangements.

To achieve this we will:

- Protect the safety of our people through a strong proactive health and safety culture.
- Continue to improve our management information systems so we can identify trends and areas in need of attention, and recognise positive results and improvements to enable the sharing of good practice across the organisation.
- Create a mentally healthy environment within which all our staff can work and prosper.

Objective 3.4 We will engage with our people, and other stakeholders, in an open and honest way, ensuring all have a voice in our Service.

To achieve this we will:

- Carry out a staff survey every two years and take action on what our people say.
- Implement robust change management practices so that our people can get involved in the decisions that matter to them.
- Continue to host Board meetings in different towns and cities around Scotland, giving the opportunity for local teams, local partners and communities to engage with Board members and senior leaders on national policy and unique local issues.

OUTCOME

We are fully accountable and maximise our public value by delivering a high quality, sustainable fire and rescue service for Scotland.

Objective 4.1 **We will maximise our contribution to sustainable development through delivery of economic, social and environmental benefits for the communities of Scotland.**

To achieve this we will:

- Continue to contribute to social equality, economic viability and environmental protection.
- Implement a SFRS Sustainable Development Framework, communicating a clear plan from which to showcase and report on the wide range of activities which contribute to sustainable development nationally – in essence making global goals our business.

Objective 4.2 **We will minimise the risks we face through effective business management and high levels of compliance with all our responsibilities.**

To achieve this we will:

- Continue to manage our business and money appropriately, complying with various regulations, through a robust set of policies, business processes and identified responsibilities.
- Explore how we can develop more predictive insights and improve evidence led decision making to help us respond effectively to emerging risks and challenges and to further strengthen our governance arrangements.
- Enhance our ability to identify and respond appropriately to a variety of political, operational, financial and legal risks to safeguard our resources and reputation.

Objective 4.3 **We will invest in and improve our infrastructure to ensure our resources and systems are fit to deliver modern services.**

To achieve this we will:

- Invest in our ICT digital infrastructure to meet the growing demand for effective, efficient and secure systems.
- Implement a long term asset management strategy which will redesign our property and fleet portfolio to balance the needs of a modern national service with those of tightening budgets.

Objective 4.4 **We will strengthen performance management and improvement arrangements to enable robust scrutiny, challenge and decision making nationally and locally.**

To achieve this we will:

- Introduce a new performance management system to enhance how we manage our performance in the coming years.
- Employ measured and cumulative actions to improve what we do.
- Foster a culture where our people are empowered to use their skills and experience to make improvements in their work.
- Regularly review the design of our services, systems and processes to ensure they are delivered in the most efficient, effective and safe way.